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234 possible Points

212

443

PERSONNEL OFFICER TRAINING COURSE

First Examination

12 December 1958

Name

KEY

(Do not write your name on any of the other pages.)

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PERSONNEL OFFICER TRAINING COURSE

**General Instructions:** The examination will take at least an hour to complete but may take most of the allotted time for some of you. Therefore, work rapidly, especially on the first items. If you find yourself spending too much time on an item move on to the next one and come back to the difficult item when you have finished the rest of the exam. The test is set up so that you move from items with a simple format to discussion questions. In view of this be sure to leave ample time for the end of the exam. BE SURE TO READ ALL INSTRUCTIONS FOR THE VARIOUS PARTS OF THE TEST CAREFULLY. THE WEIGHTING OF THE ITEMS IN THE TOTAL SCORE IS GIVEN IN PARENTHESES AFTER THE INSTRUCTIONS.

**Instructions for True-False Items:** Read each statement carefully. If the statement, as written, is essentially true, place a plus mark (+) in the blank space in front of the statement. If the statement is essentially false, place a zero (0) in the blank space in front of the statement. If you do not know the answer, guess. Your first response to items of this type is often the best.  
(Items are worth one point each.)

- 002-a + The appointing power under the Constitution is the basis of personnel administration in Federal Service.
- 008-a 0 Under the provisions of the CIA Act of 1949 (P.L. 110 - 81st Congress), prior to termination of the employment of an individual the Director of CIA must obtain the approval of the Civil Service Commission.
- 009-a 0 Under the National Security Act of 1947 the Director of Security, CIA is responsible for protecting intelligence sources and methods from unauthorized disclosure.
- 011-a + The Comptroller General has ruled that CIA's extraordinary authority granted in the CIA Act of 1949 does not permit the disregard of any control with respect to normal administrative or operating problems.
- 012-a 0 The Agency is required by law to publish annually the names, titles and salaries of its employees who are paid with vouchered funds.

- 014-a + The Director of Personnel is responsible for directing the selection program for Career Staff membership.
- 015-a + In relation to Career Staff membership the CIA Selection Board is responsible for formulating appropriate criteria, discharging the responsibilities assigned by regulation, and entertaining appeals.
- 016-a 0 Examining Panels receive no direction from the CIA Selection Board in their review of applications for Career Staff membership.
- 019-a + Those selected for membership in the Career Staff are designated as career employees and this membership is limited to Staff Employees and Staff Agents.
- 026-a 0 The Heads of the Agency's Career Services have responsibility for the utilization and evaluation of personnel assigned to their Career Services but do not have responsibility for the advancement of these people. Such responsibility lies with the Director of Personnel.
- 029-a + Personnel Officers, wherever assigned in the Agency, must participate with the Director of Personnel in supporting the various Career Services in the Agency and in providing the common services which are the responsibility of the Office of Personnel.
- 031-a + To obtain information (if available) on the psychological characteristics of an individual under consideration for personnel action the Personnel Officer need only call the Assessment and Evaluation Staff in the Office of Training and arrange for an appointment.
- 037-a + A frequent error in considering an individual for personnel action is to overlook the characteristics of the job situation.
- 057-a 0 A TDY traveller overseas may have an injury or illness that falls under both the performance of duty and line of duty concepts.
- 088-a + The Qualifications Register is an inventory of Agency manpower assets and is maintained in order to provide operating components with qualified employees.
- 089-a + Medical benefit payments to dependants overseas are paid from confidential funds.

- 093-a 0 Personnel management is a highly technical field and many practices are clearly spelled out in regulations. It therefore should not be affected by the working relationship which exists between an Operating Official and his Personnel Officer.
- 201-a 0 An individual who has been refused permission by Security to enter a Risk of Captured Area should be reviewed by the Personnel Officer and the Operating Official for possible Selection-Out proceedings.
- 200-a + Security clearance for reassignment may be expedited by early consultation between the Personnel Officer and the Office of Security.
- 209-a + Selection-Out should be in every supervisors mind as a potential administrative tool.
- 208-a + The key to DDP Personnel Administration is flexibility.

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Instructions for Multiple-Choice Items: For each of the following items there are several alternative answers. Only one of these alternatives is correct. Indicate the one answer you think best fits the question or statement by marking an "X" through the letter that precedes your choice.

(Items are worth two points each.)

007-a CIA is established under:

- a. Department of Defense
- ☒ b. The National Security Council
- c. National Security Resources Board
- d. USIB
- e. The Research and Development Board

003-a Which of the following does not constitute an item of legislation designed in part to implement personnel administration in the Federal Service?

- a. The Civil Service Act of 1883
- b. The Civil Service Retirement Act of 1920
- ☒ c. Employees' Personnel Administration Act of 1947
- d. The Budget and Accounting Act of 1921

001-a The legal framework of Federal personnel administration consists of a body of statutes, executive orders, and court and administrative decisions which have grown out of:

- a. The Civil Service Act of 1883
- ☒ b. Specific Public Needs and Interests
- c. Special Commissions such as the Hoover Commission
- d. There is no legal framework for personnel administration within CIA since the DCI does not have to obtain the approval of the Civil Service Commission on personnel actions.

023-a In recent years we have witnessed the emergence and adoption of the concept of personnel administration by:

- a. Director of Personnel
- ☒ b. Career Service
- c. Decentralized control in the Staffs and Branches
- d. A variety of committees, special and permanent boards and special assistants.

051-a Mr. X was single when first covered by the Federal Employees' Group Life Insurance. At the time, he completed a form designating his mother as beneficiary. When he dies years later, he is survived by a wife, 2 children, and his mother. Who will receive payment of his FEGLI?

- a. His wife on the basis that the statutory order of precedence automatically adjusts to changes in a person's marital status.
- ☒ b. His mother, since her designation as beneficiary was never cancelled.
- c. His children, equally
- d. His estate, since the legal recipient is in issue.

050-a Which one of the following would not result in an award of Federal Employees Compensation Act benefits?

- a. Staff Employee on TDY in [REDACTED] is hurt in an automobile crash while on the way to an operational meeting. 25X1A6a
- 25X1A6a b. Staff Employee, PCS [REDACTED] is shot by a [REDACTED] terrorist while the employee is in a restaurant on Sunday 25X1A6a
- c. Contract employee is injured while moving equipment at the direction and under the supervision of the Stations maintenance officer
- 25X1A6a ☒ d. Staff Employee, PCS [REDACTED] is hospitalized for a broken leg sustained while skiing and on annual leave.

25X1A6a 048-a Mr. X, Staff Employee, is PCS [REDACTED] He has a wife and a child. He has GEHA hospitalization. Mr. X is hospitalized for an appendectomy, total expense- \$35; his wife is hospitalized for maternity, total expenses - \$45; his child is hospitalized for pneumonia, total expense- \$55. Which of the following reflects the manner in which these claims will be settled?

- 25X1C4a a. All claims are submitted to and paid by the [REDACTED]
- b. Mr. X's claim is paid by the Agency under the 5(a)(5)(C) program and his dependants' claims are paid by GEHA
- ☒ c. Mr. X's claim is paid under the 5(a)(5)(C) program, his wife's claim is paid by GEHA, and his child's claim is paid under the dependant medical program in the amount of \$20 and by GEHA in the amount of \$35.
- d. All claims are paid by GEHA.

25X1A6a 049-a Mr. Y is a staff agent, PCS [REDACTED] His dependant wife contracts tuberculosis, the incidence of which is known to be considerably higher in [REDACTED] than in the United States. Mrs. Y never had tuberculosis before her arrival in [REDACTED]. Which one of the following statements does not apply in this case?

- 25X1A6a a. Excepting for the first \$35 of expense, Mrs. Y will receive full hospital care at Agency expense with no limitation on the number of days of hospitalization.
- 25X1A6a ☒ b. Mrs. Y will receive disability compensation since tuberculosis is a hazard of the [REDACTED] environment.
- c. If necessary, Mrs. Y will be evacuated to the nearest suitable hospital at Agency expense.
- d. Mrs. Y is eligible for the benefits of the Agency's overseas dependant hospitalization program.

044-a Which of the following is not necessarily considered a form of involuntary separation?

- ☒ a. Transfer back to active duty with one of the military services
- b. Disability retirement
- c. Medical disapproval
- d. Security disapproval
- e. Resignation in lieu of termination

042-a The best job opportunities in non-government exist for employees leaving the Agency who:

- a. Are seeking positions as corporation executives
- b. Prefer to remain in the D.C. area
- ☒ c. Have M.A. degrees and are interested in university teaching
- d. Desire overseas employment

041-a Agency employees who have served overseas and are seeking other employment should clear through Cover Division and Security Office in order to:

- a. Arrange for forwarding of personal mail
- ☒ b. Insure that cover stories and job statements are adequately backstopped and non-sensitive
- c. "Swap" stories on their overseas experiences
- d. Insure that they will get full retirement credit for their overseas service

039-a The employee is notified that he is an Out-Placement candidate by:

- a. Special Assistant to D/Personnel
- b. Director of Personnel
- ☒ c. Head of his Career Service
- d. Chief, Personnel Operations Division
- e. His immediate supervisor

043-a The maximum length of time allowed for out-placing an employee is:

- a. One week
- b. One month
- c. Indefinite
- ☒ d. Determined jointly by the Head of the Career Service and the Director of Personnel

039-a The major purpose of Out-Placement is to:

- a. Assist all interested Agency employees in relocating if they so desire
- b. Assist only recommended Agency surplus personnel in relocating
- c. Assist employees who have been poor performers in relocating
- ☒ d. Assist surplus employees and personnel who have personal career service limitations to seek employment elsewhere.

*Check*

074-a Which of the following procedural rights or guarantees is not granted to an individual nominated for Selection Out?

- a. Personal hearing
- b. Right to name witnesses to appear in his behalf
- c. Written notification of the Agency's intent
- d. At least a thirty-day notice period between the date of notification that he is to be terminated and the effective date of separation
- ☒ e. Right to outside legal counsel.

073-a The central point for review of all Selection Out cases is:

- ☒ a. The Special Assistant to the Director of Personnel
- b. An Employment Review Board
- c. An Advisory Committee created by the Director of Personnel
- d. An Agency Selection Board

072-a When proposed by the Head of an individual's Career Service, the action contemplated by Selection Out is best described by which of the following:

- a. Termination of Agency Staff employment
- b. Reassignment (with or without down-grading) to another Agency component
- ☒ c. Removal of the individual from the Office or Career Service to which he is currently assigned, with further action depending on the results of the Selection Out review
- d. Out-Placement to another Federal Department or Agency

071-a Responsibility for advising an individual that he has been nominated for Selection Out, and the reasons for this action, normally rests with which of the following?

- a. Director of Personnel
- b. Special Assistant to the Director of Personnel
- c. Personnel Operations Division, OP
- ☒ d. Head of the individual's Career Service
- e. Office or Area Division Personnel Officer

070-a Under the Selection Out policy paper approved in February 1958 by the DCI, responsibility for the identification of candidates for selection out rests with the:

- a. Director of Personnel
- ☒ b. Deputy Directors and Heads of Career Services
- c. Inspector General
- d. First-line Supervisors
- e. Inspection and Review Staff



053-a In overseas death cases, which of the following documents becomes the Casualty Affairs Branch's principal source of information for immediate contact with next of kin?

- ☒ a. Personal History Statement, with current supplements
- ☒ b. Residency and dependency report
- c. Security file
- d. Travel orders

064-a A supervisor has informed you, as Personnel Officer, that a serious breach of conduct by an employee has taken place. What is the first action you should take?

- a. Consult your immediate superior in the Personnel Office
- ☒ b. Develop a complete record of events
- c. Call the Executive Officer of the Office of Personnel
- d. Notify the SA/D/Pers.

063-a An employee has been admonished for being habitually tardy and warned that if he is late again without a satisfactory excuse his case will be viewed with extreme seriousness. He is late again and offers an unsatisfactory excuse. Which action should not be taken in most cases?

- Rec'd 10/22*
- ☒ a. Reassignment
  - ☒ b. Demotion
  - c. Reprimand
  - d. Suspension

061-a You are a Personnel Officer at an overseas field station. A supervisor wants to reprimand an employee and has submitted the case to you. Who should approve a formal reprimand?

- a. You, as Personnel Officer
- b. Chief of Admin.
- c. No further approval is needed
- ☒ d. Chief of Station

060-a Once a disciplinary action has been proposed by the Head of an Office, the individual's Career Service Panel or Board has the following interest in the action:

- a. Transmitting the paper work to the Office of Personnel
- b. Getting the latest dirt on the employee
- ☒ c. Information for future career planning and utilization
- d. None of the above.

065-a After a suspension action has been recommended by an Office Head, who has final approval authority?

- ☒ a. Director of Personnel
- b. Head of the individual's Career Service
- c. Deputy Director (Support)
- d. Division Chief.

075-a The Career Service Ceiling is:

- ☒ The maximum authorized number of personnel for a Career Service consisting of staff employees, staff agents, military personnel detailed from other Government agencies, and Agency civilian personnel detailed to other agencies or in external training status.
- b. The ceiling for General Schedule personnel for each Career Service authorized at each General Schedule grade level for a fiscal year.
- c. The listing of positions of various types, levels, and Career Service designations required to meet the workload of a component.
- d. The total of the Staffing Complement and the Development Complement.

076-a The following employees are not counted against Career Service Ceiling:

- a. New employees whose initial orientation and training will exceed 30 calendar days from their EOD Date.
- b. Casuals
- c. Individuals in full-time training for continuous periods exceeding 30 days.
- d. Individuals who cannot be assigned to a Staffing Complement pending approvals, such as medical, security and cover integration
- ☒ Individuals placed on leave without pay, by official personnel action, for a period in excess of 30 days.
- f. Individuals formally detailed outside the Agency for periods in excess of 30 days

077-a The Planning Paper is:

- ☒ A document reflecting the structure of a component and the number and distribution by occupational title, grade, and service designations of positions estimated to be required during the coming year to meet the workload.
- b. An estimate of staff personnel requirements of each Career Service for the coming fiscal year.
- c. An estimate including staffing complement employees and development complement employees necessary to carry out the functions of a component.
- d. An estimate based on the maximum number of people necessary to fulfill work requirements consistent with good management.

078-a The Career Service Staffing Authorization is designed to:

- a. Provide adequate headroom for employees, permitting maximum promotions, and thereby encourage employees to make a career in the Agency.
- b. Limit promotions to those legitimately required to fill vacancies resulting from transfer and attrition.
- c. Limit the rotation of employees between Career Services to those required for development or training purposes.
- ☒ Encourage good personnel planning by each Career Service Head and improve the competitive promotion system by planning the number of promotions at each level for a full year.

079-a The Career Service Staffing Authorization is:

- a. The maximum number of authorized personnel for a Career Service, consisting of staff employees, staff agents, military personnel detailed from other Government agencies, and Agency civilian personnel detailed to other agencies or in external training status.
- b. The total number of personnel at each grade level assigned to a Career Service for a fiscal year.
- c. The total number of employees occupying limited and flexible positions in the staffing complement and all employees in a development complement status for a Career Service.
- ☒ The ceiling for General Schedule personnel for each Career Service authorized at each General Schedule grade level for a fiscal year.

081-a The Staffing Complement is:

- ☒ The listing of positions of various types, levels, and Career Service designations required to meet the workload of a component.
- b. An estimate of staff personnel requirements of each component for the coming fiscal year.
- c. The Career Service listing of positions required to carry out all functions of the Career Service for the fiscal year.

082-a The Staffing Complement includes:

- a. All positions of a Career Service required to carry out workload requirements wherever located.
- ☒ All limited and flexible positions required to meet the workload of a component.
- c. All staff positions in a component included within the component's Career Service, excluding those of other Career Services.

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176 possible

Instructions for Short Answer Items: The following items ask you to write a brief answer for each question. The answer may require a word, a phrase or a sentence. It will not require any more than a very short paragraph at the most.

(Items are worth four points each.)

ILLEGIB

- 005-a What legislation established a comprehensive system of job evaluation for the first time in the Federal Government and provided a valid basis for giving equal pay for equal work?

*Classification Act of 1923*

- 017-a Supervisors have an important role in relation to Career Staff membership. In this role they must do at least three things when one of their employees makes application for Career Staff membership. These are:

- a) Evaluate Performance
- b) Recommend Acceptance or Rejection of applications or that it is deferred.
- c) Assist & instruct employees in the elimination of weaknesses or deficiencies.

- 022-a What do you regard as the major asset of the Agency? Why?

*Its people. Acceptable reasons in terms of the types of activities the agency engages in or answers to this effort.*

021-a After consideration for selection into the Career Staff, one of three basic types of action will be taken for each applicant. Identify each of these.

a) Acceptance

b) Deferred

c) Acceptance denied

only <sup>2</sup> points  
for Type A  
B  
C

020-a

→ (d) Employee declined to apply  
Three general criteria for selection for the Career Staff are: 4 pts for a b c  
5 pts for a b c d

a. Job performance

b. Personal Conduct

c. Evidence of Intent to fulfill obligation of Career Service

025-a

List briefly some of the activities the Director of Personnel engages in to ensure that the Agency's personnel assets are utilized to the fullest degree possible.

a) Cross fertilization of Career Services

b) Effecting reassignments of mis assigned employees

c) Effecting the removal of unsatisfactory employees & those whose services are no longer required

028-a

What effect has the imposition of ceiling controls had upon the consideration of personnel assets by Agency officials?

It has resulted in the re-evaluation of Agency Personnel assets to ensure that we receive the greatest possible value for our investment in each individual and the slot he occupies.

034-a Define the three levels of assessment undertaken by the A&E Staff.

- a. A test Review
- b. Interpretation of the [redacted] Standard
- c. Intensive - Intensive [redacted] Intensive

25X1A9b

033-a List at least three clues or indicators of when the Personnel Officer might consider calling upon the Assessment and Evaluation Staff for assessment services.

- a. Turnover
- b. Excessive problems
- c. Same kind of problem recurring
- d. Career Plans —

036-a Give at least two conditions under which you would be cautious of taking a Training Evaluation Report at face value.

- a. Training not relevant to job situation
- b. objectives of the course not spelled out on report
- c) Individual already has performed duties covered by training
- d) It is outdated

046-a What are the basic criteria to be applied to an individual case in the selection-out process?

- a) Surplus
- b) Inadequate Performance

045-a The DCI Memorandum dated 17 February 1958 was the policy basis setting in motion a Selection-Out Program designed to accomplish a number of major objectives. State two of these objectives briefly.

a. Eliminate Substandard Performance

b. Eliminate those whose services are not longer needed by virtue of changed conditions (Temporary assignment category)

052-a Define the "Performance of Duty" standard of the Federal Employees' Compensation Act.

- An injury "in the performance of duty" means an
1. injury or illness which is directly attributable
  2. to or materially aggravated by an employee's work or the conditions of his employment and
  3. intoxication or intention to bring about the injury or death of himself or another
- 055-a How much survivor annuity will the widow or widower of an annuitant receive if the annuitant elected to have all of the annuity reduced for survivorship?

$\frac{1}{2}$  of the annuitant's earned annuity.

054-a An employee is eligible for optimal retirement upon meeting one of three minimum combinations of age and service. These are:

- 1 a. Age 62 with 5 years of service
- 1 b. Age 60 with 30 years of service
- 2 c. Between ages 55 and 60 with 30 years of service, but on a reduced annuity.

056-a What is the general formula for obtaining the basic annuity?

- a)  $1\frac{1}{2}\%$  of "high 5" ave. sal. X 5 yrs. Service  
 b) add  $1\frac{3}{4}\%$  " " " " " X yrs of Ser. between 5 & 10.  
 c. add  $2\%$  " " " " " X all ser. over 10 yrs.

$1\%$  of "high 5" + \$25 for any or all of the above %'s whenever it will result in a larger annuity.

066-a The following laws all have at least one thing in common which is of concern to the personnel officer. What is it?

- The laws are:
- a. Hatch Act, 5 U.S.C. 11 81
  - b. Holding State or Local Office, Executive Order 9
  - c. Subversive Activity, Sec. 1, Public Law 330, 84th Congress
  - d. Discrimination, Sec. 2 Civil Service Act
  - e. Claims against U.S., Sec. 109 Criminal Code
  - f. Drunkenness, Sec. 8, Civil Service Act
  - g. Gift to Superiors, Sec. 1784, Revised Statutes
  - h. Striking Against Government, Sec. 1, P.L. 330, 84th Congress

They govern a Federal govt. Employees Behavior -  
 (or set standards for) Disciplinary Action  
 (or influence)

035-a In considering personnel problems in a psychological frame of reference cognizance of two general areas is essential, i.e., the situation and the individual. Which of these is most frequently committed? Give at least two examples of problems in this area.

- 4 Situation:

- 3 a) High turnover - resulting in untenable request for transfer. (might call for work C) job situation.

- 1 b) Individuals abilities, interests, training may not be relevant to job in which he has been placed  
 c) etc.



206-a Who entertains appeals under the Selection-Out procedure?

I.G.

205-a What are the types of "hire-systems" for indigenous personnel generally used at foreign posts?

Direct  
Indirect

or Host Govt master labor contract  
Commercial " " "

098-a How can the operating Personnel Officer assist in improving our recruitment program?

- a) Follow up interviews of new EOD's
  - b) attempt to ensure that people utilize their skills
  - c) let recruiter know <sup>promptly</sup> when needs develop
  - d) " " " <sup>promptly</sup> " are filled
  - e) an adequate statement of requirements.
- 097-a Give some of the factors considered and qualifications required of JOT candidates.

- a) College degree
- b) Eligibility for Special Clearance
- c) Approval from medical
- d) Acceptance of concept of directed assignments
- e) Pre-employment polygraph
- f) Will he accept employment?
- g) Lots of Drive
- h) Attitude

203-a Give at least three of the five categories of Involuntary Separation.

- a) Selection Out
- b) Separation for cause
- c) Failure to meet Security Standards
- d) " " " Medical "
- e) " " " qualify during trial period

202-a An individual has had four security violations in the last two years. If it is determined that he will be separated, who has responsibility for initiating proceedings?

The operating official

207-a What is the minimum time an individual will have before separation after notification that the DCI has approved Selection-Out?

30 Days

091-a Personnel Management is a function of the executive. However, the breadth of his duties requires that he delegate many aspects of personnel management. The Operating Official will, of necessity, reserve to himself certain areas of activity and make decisions concerning them. What are these areas of activity?

1. Selection of personnel
2. Reassignment of Personnel
3. Advancement
4. Discipline

ILLEGIB

092-a The Operating Official relies on his Personnel Officer to advise him on matters concerning a highly complicated and technical field. He is expected to know the answers or be prepared to get them quickly. It follows that certain aspects of personnel management are clearly assignable to the Personnel Officer. What are some of these areas?

- a) Support - (Records, Conformance w/ regs, etc.)
- b) Staff Assistance to Oper. Off. & his line officers
- c) Counseling & guidance assistance to employees in their work environment -
- d) Planning (Personnel Programming)

094-a What two types of recruitment are now engaged in by the Agency?

Bulk (Acceptable)  
Specialized (Classical Specialized)

~~095-a The Personnel Officer can assist personnel procurement in what ways?~~

096-a What is the distinguishing aspect of the current JOT training program as opposed to previous programs?

It is integrated

087-a What are some of the internal sources for filling a vacancy that are to be investigated prior to release by POD to PPD of a request of a Career Service (Operating Office) for external recruitment?

- 25X1A
- a) Surplus personnel, including SPC cases
  - b) Personnel deserving reassignment identified under [REDACTED] or Career Preference Outline
  - c) Personnel whose skills may be utilized to greater Agency advantage in the vacancy
  - d) Collected applicant files

086-a What are some of the types of Special Placement Committee Assignment Actions?

- 1. Surplus personnel
- 2. Hard to place personnel
- 3. Career plan implementing cases
- 4. Management development cases
- 5. Directed assignment to fill critical vacancies
- 6. Reassignment request
- 7. Filling of critical vacancies - Committee act as Agency Priority Board

085-a What two kinds of information are given in the two parts of a Biographic Profile and what is the major distinction between them as far as the Employee is concerned?

**SECRET**

Instructions for Discussion Questions: The following questions are designed to allow you to think about a larger or more complex body of information. These questions generally deal with personnel programs, policies or problems. In answering the questions you will do better to maintain a broad perspective than to focus on any specifics within the area under discussion. YOU ARE REQUIRED TO ANSWER THE FIRST QUESTION. THEN, HOWEVER, YOU HAVE THE ALTERNATIVE OF ANSWERING ANY TWO OF THE FOLLOWING QUESTIONS. Pick the two you feel you can answer best. (Each item is worth 10 points.)

(THIS ITEM IS REQUIRED)

030-a Describe in a brief paragraph or two what you consider to be the major objectives of the Agency's Personnel Program.

ANSWER ANY TWO OF THE FOLLOWING QUESTIONS.

004-a Personnel management in the Federal Government has rarely remained static. Outline some of the bodies and organizations outside the Agency which exert a continuing influence on personnel management and indicate in your outline how this influence is brought to bear.

006-a Discuss briefly some of the ways in which the Agency's personnel management program is considerably liberalized in comparison with traditional concepts and keystones which support personnel administration throughout the rest of the Federal Government.

204-a Discuss the preparations a Personnel Officer should make prior to departure for an overseas assignment.

25X1C

099-a Dispatches received from the field state that an [REDACTED] with top secret clearance can be used by the Station. Immediate clearance is requested. The Desk Officer wants an estimate of how long it will take. State what you will reply and discuss this.

090-a Discuss the following question asked of you by an employee:  
"What difference does it make if I am not in the Career Staff?"

047-a Review from beginning to end the process of identification of cases for the Selection-Out Program. Include such subjects as the locus of responsibility for this activity, materials which can be reviewed in this context, consultation, notifications, processing and final implementations.

069-a Why should demotion not be considered as a disciplinary action to be taken in most cases?



027-a The Director of Personnel exercises appointive authority for the DCI. Although selection for appointment is made by the various Career Services, the Director of Personnel ensures that the Agency's current assets are evaluated prior to appointment of a new employee. Describe how this evaluation takes place in practice and what major courses of action may follow such an evaluation.

032-a Discuss briefly some of the considerations involved in preparing a person for intensive assessment by the A&E Staff.

**ILLEGIB**

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